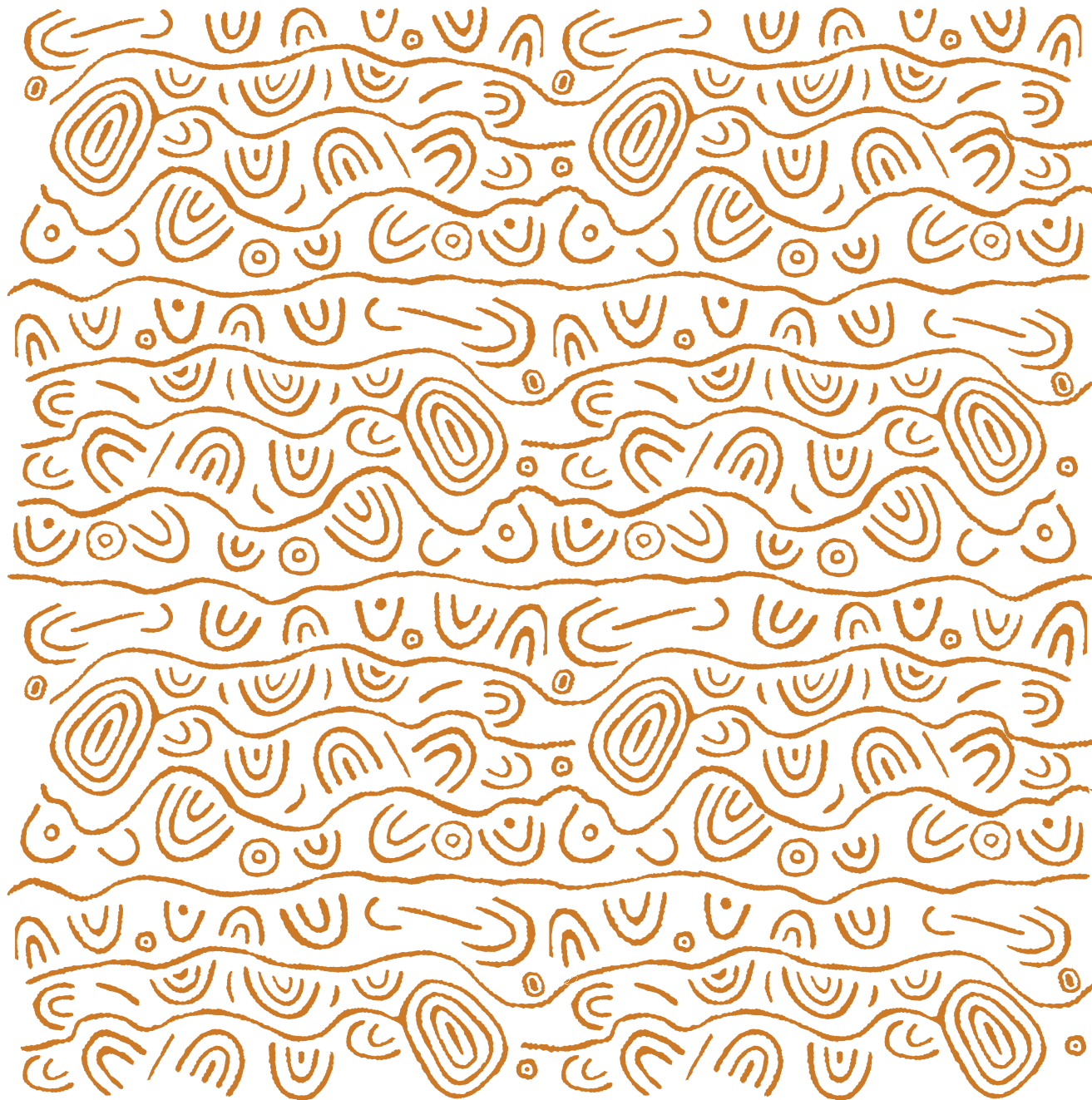




EveryTrade.



Reconciliation Action Plan 2026 — 2028



Digital Art
Womens Ceremony Place
Maureen Nampijinpa Hudson

Photograph (front page)
Smoking Ceremony, 2024
photographed by Elena Pochesneva

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Crimson Bottlebrush (Callistemon Citrinus)
Brisbane Botanic Gardens, Mt Coot-tha

A Message from Our Managing Director

I would like to begin by acknowledging the Traditional Owners and Custodians of the land and, pay my respects to their Elders past and present, as well as to emerging leaders. I extend that respect to Aboriginal and Torres Strait Islander peoples here today.

As the Managing Director of Every Trade Group, I am committed to advancing reconciliation and supporting meaningful engagement with Aboriginal and Torres Strait Islander peoples. Our organisation has actively embarked on this journey, with our previous Reconciliation Action Plan concluding in June 2024, and we are dedicated to continuing our path forward in 2025.

The development of our new Reconciliation Action Plan is a collaborative and deeply considered process. We are working closely with our internal team, and Indigenous representatives to identify key priorities and objectives. These priorities are carefully aligned with Every Trade Group's core value and our overarching vision to contribute to meaningful reconciliation throughout Australia.

Every Trade Group is committed to creating and extending opportunities for Aboriginal and Torres Strait Islander participation, particularly within the construction industry. We believe that through genuine partnership, respect, and actionable initiatives, we can contribute to a more inclusive and equitable society for all.

We look forward to implementing the actions outlined in our Reconciliation Action Plan and working together towards a future where Aboriginal and Torres Strait Islander peoples are fully empowered and celebrated.

Sincerely,

Andrew Tarabay
Managing Director
Everytrade Group



A Message from Reconciliation Australia

Reconciliation Australia commends Every Trade Group on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Every Trade Group continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Every Trade Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Every Trade Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Every Trade Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Every Trade Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Every Trade Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Every Trade Group on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision For Reconciliation

Every Trade Group's vision for reconciliation is to see a vibrant and inclusive Australia where equal opportunities exist for Aboriginal and Torres Strait Islander Peoples to participate in all aspects of society. This vision is intrinsically linked to our business as a leading design and construction contractor, guiding how we operate and engage with communities and partners.

Every Trade Group aims to achieve this vision through forging strategic partnerships with Aboriginal and Torres Strait Islander organisations, community leaders, and other stakeholders. We are dedicated to actively promoting and supporting reconciliation initiatives within our own organisation and within the broader construction industry. Our goal is to contribute to a truly reconciled Australia.

One Country, One People leveraging our business operations to create tangible and lasting positive change.

1. Empowering Aboriginal and Torres Strait Islander Peoples

This involves prioritising employment, training, and education opportunities within our organisation and supply chain, directly contributing to economic and social inclusion. As a construction company, we actively work to create pathways for First Nations individuals to join our team and for Indigenous owned businesses to become part of our supply chain.

2. Promoting Cultural Understanding

We are committed to increasing cultural awareness and respect throughout our organisation and the broader community. This understanding is vital for our projects, ensuring we operate with cultural sensitivity on Traditional Lands and engage respectfully with local Indigenous communities.

3. Building Strong Relationships

We cultivate meaningful and respectful relationships between Aboriginal and Torres Strait Islander Peoples and other Australians. These relationships are the foundation for collaborative partnerships that enhance our projects and contribute to positive community outcomes. For instance, we connect Indigenous suppliers with other stakeholders in a project setting to ensure the suppliers can deliver their product/service and develop and maintain a productive working relationship.





Creating art with Jie Pitman, RAP Launch 2019
photographed by Danielle Robley

Our Sphere of Influence

Internal Sphere of Influence

Our internal sphere of influence includes all Every Trade Group employee, contractors, and our immediate workplace culture across New South Wales, with offices in Sydney, South Coast, Goulburn, Newcastle, ACT, and Canberra. This involves our commitment to supporting an inclusive and culturally safe environment through:

1. Workplace Practices

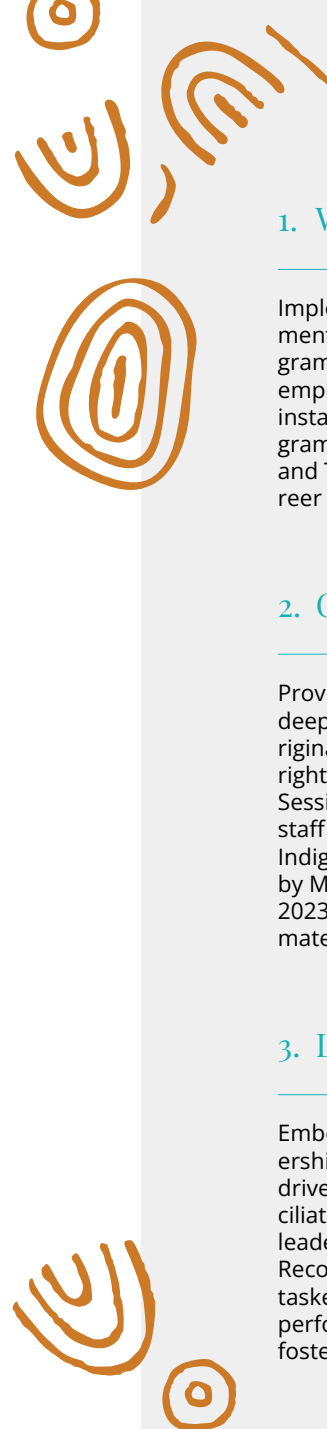
Implementing culturally responsive HR policies, recruitment strategies, and professional development programs that support Aboriginal and Torres Strait Islander employment, retention, and career progression. For instance, we've established a dedicated mentorship program where senior leaders are paired with Aboriginal and Torres Strait Islander employees to support their career growth and skill development within the company.

2. Cultural Capability

Providing cultural learning opportunities for all staff to deepen understanding, respect, and recognition of Aboriginal and Torres Strait Islander cultures, histories, and rights. As an example, we have held Cultural Learning Sessions led by an Aboriginal cultural advisor, where staff can engage in open dialogue and learn about local Indigenous protocols and histories. This training was led by Mel Brown from Spirit Dreaming on 29 September 2023. All Every Trade staff were invited and approximately 15 staff members attended the session.

3. Leadership and Governance

Embedding reconciliation principles within our leadership practices and ensuring our RAP Working Group drives accountability and transparency in our reconciliation journey. This happens through our quarterly leadership forums, where we review progress on our Reconciliation Action Plan (RAP) targets and leaders are tasked with integrating these goals into their team's performance objectives. This ensures accountability for fostering a culturally safe workplace from the top down.



Our Sphere of Influence

External Sphere of Influence

Our external sphere of influence spans the diverse communities and industries we operate within as a leading specialist in the design and construction of educational, healthcare, civil, and commercial development and redevelopment projects. This includes:

1. Clients and Partners

Engaging with government agencies, private sector clients, and project partners, to champion Indigenous participation in the construction industry and promote reconciliation outcomes within our projects.

2. Supply Chain

Actively seeking and supporting commercial relationships with Aboriginal and Torres Strait Islander owned businesses, enhancing Indigenous supplier diversity across our procurement practices.

3. Communities

Contributing to positive social and economic outcomes in the communities where we build and operate, including through community engagement, local employment, and supporting Indigenous-led initiatives. Our projects often intersect with Indigenous communities, providing direct opportunities to build respectful relationships and contribute to local prosperity. As a leading design and construction contractor, we are conscious to build our understanding of Traditional Owners and whose lands our projects take place on.

4. Industry Leadership

Leveraging our expertise and experience in the construction sector to advocate for and influence broader industry practices towards greater reconciliation and Indigenous engagement.

Our Business

Every Trade Group is a leading design and construction contractor with a strong presence along the east coast of Australia. Our core business encompasses a wide range of construction services across residential, commercial, industrial, and government sectors. This includes expertise in general construction, fit-out projects, heritage restoration, new builds, and complex refurbishments, particularly in live environments. Every Trade has a proven track record of delivering complex projects across major property sectors in Sydney, including commercial, residential, health, education, government, and transport. Founded in 2010 by Francios Tarabay, Every Trade Group is dedicated to delivering exceptional results for our diverse private and public sector clients.

Every Trade Group employs a team of over 40 skilled professionals across Australia. Our team includes 4 Aboriginal and Torres Strait Islander representation, and we are committed to increasing Indigenous participation within our workforce.

Our organisation's geographic reach extends across New South Wales and the ACT. We operate with offices strategically located in Sydney, South Coast, Goulburn, Newcastle, ACT, and Canberra.



Our Reconciliation Journey

Every Trade Group is dedicated to supporting reconciliation and building meaningful relationships with Aboriginal and Torres Strait Islander peoples. Our journey toward reconciliation has involved various steps, initiatives, and learnings, significantly shaped by our previous Innovate Reconciliation Action Plan (RAP) which ran from 2022 to 2024. This foundational experience has informed our ongoing commitment and the development of our current RAP.

Our Engagement to Date

We actively seek and support commercial relationships with Aboriginal and Torres Strait Islander-owned businesses, enhancing Indigenous supplier diversity across our procurement practices. A key partnership is with Gulaga Services Australia, an Aboriginal-owned and operated construction company. Through this collaboration, we are directly contributing to Indigenous economic empowerment and leveraging their expertise in providing training and employment opportunities for First Nations people within the construction sector.

Partnerships

Beyond our direct collaboration with Gulaga Services Australia, we are committed to establishing and nurturing partnerships with Aboriginal and Torres Strait Islander organisations, community leaders, and Traditional Owner groups.

Case Study

Muswellbrook High School Project

A key example of this commitment is our recent project at Muswellbrook High School. After being awarded the works, we engaged Gulaga Services Australia to deliver a significant portion of the project. This partnership went beyond a simple sub-contracting arrangement. It provided a direct opportunity to support an Indigenous-owned business and ensure that a portion of the project's economic benefits flowed back into the Aboriginal community. Furthermore, this collaboration facilitated a deeper understanding of the local Wonnarua People's connection to the land, ensuring our on-site practices were culturally respectful and aligned with local community values. This specific example highlights how our projects are not just about construction, but about building meaningful, mutually beneficial relationships.

Current Reconciliation Activities

We currently have various reconciliation activities in place aimed at promoting understanding and creating opportunities.

Learnings, Challenges, and Achievements

from our 2022–24 RAP

Key Learnings

From our previous RAP, we learned the importance of genuine relationships in supporting reconciliation. We also recognised the need for sustained effort across all our initiatives to achieve meaningful change. The complexities of specific deliverables within a reconciliation framework often arise from the nuance required to move from broad commitments to tangible actions.

One key complexity is the difference between simply meeting a target and achieving a meaningful outcome. For example, a deliverable might be to “partner with an Indigenous-owned business.” While a contract is signed and the target is met, a truly meaningful outcome involves a long-term, mutually beneficial relationship built on trust, respect, and shared goals, which can be much harder to measure.

Another complexity is navigating the diverse needs and protocols of different Indigenous communities and Traditional Owner groups. There’s no one-size-fits-all approach. A deliverable like “seek cultural guidance” requires understanding that what works for one community might not be appropriate for another. A company must invest time and effort to build individual relationships with local Elders and groups to ensure their actions are culturally appropriate and respectful.

Finally, there’s the challenge of reconciling business goals with cultural practices and timelines. Construction projects often operate on strict schedules and budgets. However, meaningful engagement with Indigenous communities, particularly when it involves consultation on cultural heritage, can require a more flexible approach. The complexity lies in finding a balance that honors cultural processes without compromising a project’s viability.

Challenges Faced

During the implementation of our 2022-2024 RAP, Every Trade Group encountered obstacles such as difficulties in measuring impact, challenges in gaining widespread internal engagement, and navigating unexpected external factors. To overcome initial difficulties in measuring impact, we revised our data collection methods to establish a clear baseline at the commencement of our RAP. This involved conducting an initial internal survey to gauge existing staff cultural awareness levels and establishing a consistent tracking system for Indigenous employment, we also refined our RAP deliverables by breaking them down into more specific, measurable indicators.

For instance, instead of the broad and immeasurable goal of simply aiming for ‘increased cultural awareness’ across the company, we committed to tangible actions. Our focus shifted to ‘achieving more awareness through specific, measurable training.’ This meant moving from a passive aspiration to an active and structured approach.

Instead of just hoping for a change, we implemented a mandatory, face-to-face cultural training program for all staff.

We then measured the success of this deliverable by tracking the number of employees who completed the training, rather than relying on a subjective feeling of increased awareness.

This demonstrates our understanding that meaningful change comes from moving beyond vague intentions and implementing concrete, repeatable actions within a reconciliation framework.

Achievements and Significant Changes

As a result of our previous RAP implementation, Every Trade Group saw key achievements including increased cultural awareness among staff and the successful completion of specific deliverables. We also observed growth in supplier diversity and the implementation of improved internal policies that better support reconciliation.

Specific Outcomes and Policy Updates

Beyond cultural awareness training, our previous RAP led to several concrete achievements and policy changes:

Established a Formal Mentorship Program

We implemented a new, structured mentorship program that pairs Aboriginal and Torres Strait Islander employees with senior leaders. This policy directly supports career progression and retention, going beyond general training to foster individual professional growth within the company.

Introduced a “Welcome to Country” Protocol

We updated our workplace policy to include a formal protocol for a “Welcome to Country” or “Acknowledgement of Country” at the start of all major meetings and company events. This has become a standard practice, embedding respect for Traditional Owners into our daily operations.

Integrated Cultural Heritage Consultation

We revised our project management policies to mandate early and meaningful consultation with local Traditional Owners and Elders on all new projects. This ensures that potential cultural heritage sites are identified and protected before construction begins, preventing harm and building respectful relationships from the outset.

Growth in Supplier Diversity

The growth in supplier diversity was a significant and measurable outcome of our RAP. For Every Trade Group, this growth looked like:

- **Increased Number of Aboriginal Owned Suppliers:**
We successfully doubled the number of Aboriginal and Torres Strait Islander-owned businesses in our supply chain. This wasn't just about a one-off purchase but about building lasting commercial relationships.

- **Expansion of Services:**

We moved beyond contracting for single, small services. Our engagement with Indigenous businesses expanded to include more complex and valuable contracts, such as with Gulaga Services Australia for major works at Muswellbrook High School. This partnership is a key example of how we've integrated Indigenous-owned businesses into our core operations, proving their capability and our commitment to supplier diversity.

Impact on the Organisation

Enhanced Cultural Understanding

The implementation of our 2022-2024 RAP significantly enhanced Every Trade Group's internal cultural understanding. Through various initiatives, staff at all levels gained a deeper appreciation for Aboriginal and Torres Strait Islander cultures, histories, and contributions, moving beyond mere awareness to a more profound respect that informs our daily interactions and decision making.

Integrated Diversity and Inclusion

The implementation of our 2022-2024 RAP significantly enhanced Every Trade Group's internal cultural understanding ensuring diversity and inclusion are considered in every decision made at every level. From in-house recruitment to contracts administration and beyond.

Over this period, our cultural education initiatives included face-to-face workshops led by Aboriginal trainers, which provided our staff with a personal and interactive learning environment. A key component of this was a series of workshops delivered by Mel Brown from Spirit Dreaming, who facilitated open dialogues about local Indigenous protocols, histories, and cultural safety in the workplace. We also introduced internal learning modules covering topics such as the history of the Stolen Generations and the significance of native title, ensuring a foundational understanding for all employees.

Empowered Internal Champions

The RAP process cultivated a network of internal staff who are champions across the organisation who are passionate about reconciliation. This increased advocacy and commitment from within has been instrumental in driving ongoing change and ensuring that reconciliation remains a priority beyond formal RAP deliverables.



Students at Niland School, pump track and surrounding constructed by Gulaga Services Australia, 2020
photographed by Campbell Henderson

Our RAP

Every Trade Group is committed to developing a robust RAP to guide its reconciliation efforts. This RAP will:

- Set out clear objectives and actions to advance business goals and contribute to reconciliation.
- Increase internal and external awareness of the company's commitment to reconciliation.
- Enhance employment and training opportunities for Aboriginal and Torres Strait Islander peoples within our organisation and its supply chain.
- Support the rights and aspirations of Aboriginal and Torres Strait Islander peoples, promoting equal opportunities in education, health, employment, and business.

The development of this RAP has been a collaborative process, involving valuable input from our internal team, community members, and Indigenous representatives. This inclusive approach ensures that our RAP is reflective of shared aspirations and commitments.

Our Consultation Process

To ensure our RAP was shaped by diverse voices, we used a range of consultation formats. We held group workshops with our staff across all offices in NSW and the ACT and conducted one-on-one meetings with key leaders from both our internal team and our external partners. We also utilised surveys to gather broad feedback on our previous RAP's performance and to identify new priorities.

Key Themes

The desire for tangible action

A consistent message from all participants was the need to move beyond "tokenistic" gestures towards concrete, measurable deliverables that create real opportunities.

A commitment to cultural safety

There was a clear call to ensure our workplaces and project sites are culturally safe environments where all staff, especially Aboriginal and Torres Strait Islander employees, feel respected and understood.

Rap Working Group

Our RAP will be championed by Danielle Robley, Social and Cultural Manager who will drive internal engagement and awareness of its implementation.

The RAP Working Group, crucial to the development and ongoing implementation of our plan, comprises the following internal members:

Andrew Tarabay	Managing Director
Sachida Gounder	CFO
Andrew Haines	Client Relationship Manager
David Howell	Area Manager
Paul Lorsch	Construction Manager
Danielle Robley	Social & Cultural Manager
Jocelyn Tannous	Executive Assistant

At least one identified Aboriginal person is represented on our RAP Working Group (David Howell, Area Manager).



Relationships

Our Commitment to Strong Relationships

At Every Trade Group, we believe that building and nurturing strong, respectful relationships with Aboriginal and Torres Strait Islander peoples is fundamental to our core business and essential to achieving reconciliation.

We are committed to fostering connections that are based on trust, respect, and shared understanding—connections that underpin our workplace culture, guide our project delivery, and shape the way we engage with communities across Australia.

Connecting People and Sharing Experiences

We recognise that genuine relationships create opportunities for learning, understanding, and mutual respect. Through meaningful engagement with Aboriginal and Torres Strait Islander communities, employees, and businesses, we aim to create an inclusive workplace where diverse perspectives are valued and heard.

By embedding cultural learning into our business, we enrich our operations and contribute to a more inclusive and equitable society. These relationships form the foundation for a culture of reconciliation within Every Trade Group and support our broader vision of a reconciled Australia.

Enhancing Engagement and Partnerships

Our partnerships with Aboriginal and Torres Strait Islander organisations, Traditional Owners, and local community leaders are critical to our business success and reconciliation journey.

These relationships allow us to better understand community needs, respect cultural protocols, and deliver projects in a way that is culturally appropriate, collaborative, and impactful. Engaging early and often with local communities ensures their voices are heard and creates pathways for economic, employment, and training opportunities.

Strengthening Governance and Communication

We understand that strong internal and external relationships are essential to the governance and accountability of our reconciliation commitments. Respectful, open communication helps ensure that our Reconciliation Action Plan is implemented effectively and with integrity.

We are committed to maintaining transparent communication channels that encourage feedback, promote continuous improvement, and ensure our reconciliation actions result in real and lasting benefits for Aboriginal and Torres Strait Islander peoples.

Driving Better Business Outcomes Through Respect

In the construction industry, working respectfully on Country and acknowledging Traditional Custodians is not just a cultural obligation—it's a business imperative. Strong relationships support us in navigating complex project landscapes with cultural sensitivity and integrity.

Through our RAP, we aim to contribute to the education and employment by build lasting partnerships and strengthen our reputation as a responsible and respectful contractor. These outcomes are aligned with our core values and contribute to a more just and inclusive Australia.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Further develop guiding principles for future engagement with Aboriginal and Torres Strait Islander stakeholders.	January 2026, 2027	Client Relationship Manager
	1.2 Deliver and maintain an engagement plan that actively involves Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	Social & Cultural Manager
	1.3 Attend one Aboriginal Business forum in the year.	March 2026, 2027	Social & Cultural Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April — May 2026, 2027	Social & Cultural Manager
	2.2 RAP Working Group members to participate in an external NRW event.	27 May — 3 June, 2026, 2027	RAP Working Group
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May — 3 June, 2026, 2027	HR Manager
	2.4 Organise at least one NRW event each year.	27 May — 3 June, 2026, 2027	RAP Working Group
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Social & Cultural Manager
3. Promote reconciliation through our sphere of influence.	3.1 Execute a staff engagement strategy that drives reconciliation awareness and participation across the workforce.	August 2026	CFO
	3.2 Communicate our commitment to reconciliation publicly.	January 2026 ongoing	Executive Assistant in collaboration with external marketing company
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2026, 2027	Social & Cultural Manager
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2026, 2027	Social & Cultural Manager
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2026	CFO
	4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2026, 2027	CFO
	4.3 Embed and champion anti-discrimination practices across the organisation by operationalising our policy and communication standards.	April 2026	CFO



Respect

Our Commitment to Respect

For Every Trade Group, respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge, and rights is not only a moral imperative but also a fundamental principle deeply integrated into our organisational values and core business activities. This respect is crucial for supporting meaningful reconciliation and achieving shared success.

Acknowledgment and Understanding as Foundation

As a design and construction contractor operating across Australia, Every Trade Group acknowledges and respects Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the land on which we work. This acknowledgment is the bedrock of our engagement, driving a commitment to understanding the unique cultures, deep histories, and rich knowledge systems that have shaped this land for millennia. This understanding is vital for culturally appropriate engagement in every project and community.

Appreciation for Diverse Knowledge and Heritage

We appreciate the immense value that Aboriginal and Torres Strait Islander cultures, histories, and knowledge bring to our society and, specifically, to the construction industry. Learning from this profound heritage informs our practices, encourages innovation, and ensures our operations are sensitive to the cultural landscapes we encounter. It allows us to approach projects with greater insight and consideration for their broader impact.

Pride, Success, and Celebration

Embedding respect within our organisation cultivates an environment where pride in cultures and histories is celebrated. For our Aboriginal and Torres Strait Islander staff, partners, and communities, this fosters a sense of belonging and recognises the diversity of Aboriginal and Torres Strait Islander peoples languages, cultures and practices.

This pride contributes to the success of our initiatives by promoting genuine participation and collaboration. We believe that true reconciliation involves celebrating the enduring strength, resilience, and contributions of Aboriginal and Torres Strait Islander peoples, recognising their achievements as integral to the success of all Australians.

In essence, Every Trade Group views respect as the cornerstone of our reconciliation journey, enabling us to build stronger relationships, achieve outcomes that create a more inclusive work environment, and contribute to a more just and equitable Australia for everyone.

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	January 2026	CFO
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2026	CRM
	5.3 Operationalise and promote cultural learning across the workforce, ensuring the strategy is lived out through staff training and engagement.	January 2026	Social & Cultural Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2026	Social & Cultural Manager
	6.2 Facilitate and manage the organisation's cultural protocols, coordinating Welcome to Country ceremonies and empowering staff to perform Acknowledgements.	January 2026	Social & Cultural Manager
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2026, 2027	CRM
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2026	All Staff
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027	RAP Working Group
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026	CFO
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	Social & Cultural Manager



Opportunities

For Every Trade Group, creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities is fundamental to our core business activities and integral to our vision for a truly reconciled Australia. These opportunities are not just about equity; they drive mutual benefit and strengthen our organisation.

Employment and Professional Development

As a leading design and construction contractor, Every Trade Group is committed to increasing Indigenous participation within our workforce. Providing employment opportunities for Aboriginal and Torres Strait Islander peoples, combined with dedicated professional development and training, is crucial. This not only empowers individuals with meaningful careers but also enriches our team with diverse perspectives, skills, and cultural insights, which are invaluable aspects of a nation that truly celebrates its First Peoples. To ensure our Indigenous employees feel supported and have opportunities to thrive, we have implemented several key retention practices:

Formal Mentorship Program

We have established a structured mentorship program that pairs new Aboriginal and Torres Strait Islander employees with senior leaders within the company. This program provides one-on-one guidance, career advice, and a support system to help individuals navigate their professional journey and feel connected within the organisation.

Culturally Safe Workplace Environment

We prioritise creating a culturally safe environment where staff feel comfortable and respected. This includes promoting cultural leave policies, offering flexible working arrangements, and ensuring our leadership team is equipped to support and respond to the specific needs of our Aboriginal and Torres Strait Islander employees. This commitment to cultural safety is a fundamental aspect of our employee retention strategy.

Procurement and Supply Chain Diversity

Our commitment extends to our supply chain. We actively seek and develop commercial relationships with Aboriginal and Torres Strait Islander-owned businesses, enhancing Indigenous supplier diversity across our procurement practices. This is

vital to our core business, allowing us to build a more inclusive and resilient supply chain while contributing directly to economic empowerment within Indigenous communities.

Building Mutually Beneficial Partnerships

We understand that to truly enable access, we must facilitate smoother partnerships. By enabling Aboriginal and Torres Strait Islander-owned businesses to access our systems and processes, we ensure they can effectively engage with our operations. This includes providing them with access to our procurement platforms, project management tools, and administrative support, which helps overcome common barriers to entry and fosters long-term, mutually beneficial relationships.

Enabling Access to Systems and Processes

We believe that true opportunity means enabling equitable access. This involves ensuring our internal systems, recruitment processes, training programs, and project tender procedures are accessible and culturally responsive. Removing barriers allows more Aboriginal and Torres Strait Islander individuals and businesses to engage with Every Trade Group, whether as employees, partners, or suppliers.

Community and Social Outcomes

Our work in design and construction has an ongoing relationship with Indigenous communities and Traditional Owners. By prioritising opportunities for local Aboriginal and Torres Strait Islander peoples and organisations, we contribute directly to positive social and economic outcomes in the communities where we build and operate. This reinforces our commitment to the Closing the Gap initiative, with a particular focus on improving access to employment, education, and training.

Ethical Operations and Partnership

Respect for rights is paramount to ethical business operations. It guides our interactions with Aboriginal and Torres Strait Islander communities, ensures fair and equitable practices in employment and procurement, and underpins our commitment to contributing to Closing the Gap. By demonstrating respect in all our dealings, we build trust, strengthen partnerships, and create opportunities for mutual benefit, which is essential for long term project success and sustainable community development.

Opportunities and Initiatives

Every Trade Group creates a variety of opportunities that contribute to community well-being:

Direct and Indirect Employment

We offer direct employment opportunities on our project sites for local Aboriginal and Torres Strait Islander people. This is often complemented by indirect employment through our partnerships with Indigenous-owned businesses, such as Gulaga Services Australia.

Subcontracting and Supplier Opportunities

We actively seek to engage with local Aboriginal and Torres Strait Islander-owned businesses for a wide range of services, including site maintenance, catering, landscaping, and specialized construction work.

Support for Indigenous-Led Community Initiatives

We contribute to positive social outcomes by supporting local Indigenous-led community projects, such as cultural events or infrastructure improvements.

Education Goals

Every Trade Group has established clear education goals as part of our commitment to Closing the Gap. We are dedicated to supporting Aboriginal and Torres Strait Islander peoples in their career journeys through:

Partnerships for Apprenticeships

Formalise and execute partnerships with TAFE NSW and local Public Schools to deliver dedicated apprenticeship and traineeship pathways for Aboriginal and Torres Strait Islander youth.

Ultimately, by creating and supporting opportunities, Every Trade Group not only contributes to a more equitable society but also strengthens its own business, enhances its cultural capability, and builds a more diverse and innovative workforce and supply chain.



Art from Nguri, Mandandanji, Bibulman, Nuknucle, Jiman and Kamilaroi tribes of Queensland commissioned by Brisbane City Council in 1993, for the International Year of the World's Indigenous People
Hoop Pine Trail, Mt Coot-tha

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2026	CFO
	8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2026	CFO
	8.3 Drive and sustain Aboriginal and Torres Strait Islander recruitment, retention, and professional development to grow our Indigenous workforce at all levels.	February 2026	Social & Cultural Manager
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2026	CFO
	8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	CFO
	8.6 Operationalise a 'Cultural Connection' Policy that provides flexible working arrangements and paid Leave for Aboriginal and Torres Strait Islander staff to participate in NAIDOC, National Reconciliation Week, or significant Community obligations.	December 2025	CFO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2025	Social & Cultural Manager
	9.2 Investigate Supply Nation membership.	December 2025	MD
	9.3 Lead and increase the procurement of goods and services from Aboriginal and Torres Strait Islander businesses through targeted staff training.	February 2026	CRM
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2026	CRM
	9.5 Establish a Trade Partner Mentor Program where Every Trade Group provides technical and business-compliance support to emerging Aboriginal and Torres Strait Islander sub-contractors to help them meet industry pre-qualification standards.	July 2026	CRM



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	10.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2026, April 2026, August 2026,	Social & Cultural Manager
	10.2 Establish and apply a Terms of Reference for the RWG.	January 2026	Social & Cultural Manager
	10.3 Meet at least four times per year to drive and monitor RAP implementation.	January 2026, March 2026, June 2026, September 2026	Social & Cultural Manager
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	January 2026, September 2026	Social & Cultural Manager
	11.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	January 2026, September 2026	MD
	11.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2026, September 2026	Social & Cultural Manager
	11.4 Appoint and maintain an internal RAP Champion from senior management.	January 2026, September 2026	Social & Cultural Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Social & Cultural Manager
	12.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Social & Cultural Manager
	12.3 Report RAP progress to all staff and senior leaders quarterly.	January 2026, March 2026, June 2026, September 2026	MD
	12.4 Publicly report our RAP achievements, challenges and learnings, annually.	September annually	MD
	12.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Social & Cultural Manager
	12.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	Social & Cultural Manager
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	Social & Cultural Manager

Contact Us

1300 180 088
info@everytrade.com.au
www.everytrade.com.au

5 Lennox Place,
Wetherill Park, NSW 2164

RAP Contact

Danielle Robley
Social & Cultural Manager
1300 180 088
danielle@everytrade.com.au

EveryTrade.



Golden Grevilleas (Grevillea pteridifolia)
Brisbane Botanic Gardens, Mt Coot-tha